



AGRICULTURAL RESEARCH & EXTENSION SYSTEM STRATEGIC PLAN

2005-2010

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THE AGRICULTURAL RESEARCH & EXTENSION SYSTEM STRATEGIC PLAN 2005-2010

The Agricultural Research and Extension System (ARES) is part of the Land-Grant system established by the Morrill Act of 1862. The University of Idaho Cooperative Extension System, established in 1915 under the Smith-Lever Act of 1914, conducts educational outreach programs to improve the quality of life for Idaho citizens through educating by helping them apply the latest scientific technology to their communities, businesses, lives and families. The Idaho Agricultural Experiment Station, established in 1892 under the Hatch Act of 1887, conducts fundamental and applied research to solve problems and meet needs in Idaho's agriculture, natural resources, youth and family and related areas.

VISION STATEMENT

As a dynamic and responsive knowledge organization serving needs in agriculture, natural resources, the environment, families, consumers, youth and communities, we will integrate the functions of research and extension in an environment of academic excellence that addresses:

- the needs for lifelong learning through innovative programs,
- creative solutions to needs in Idaho through a research system that generates and applies knowledge, and
- an extension system that extends this knowledge to Idaho citizens for use in problem solving at a time and place of their convenience.

MISSION STATEMENT

The Agricultural Research & Extension System's mission is to support economic growth and enhance the quality of life for the people of Idaho by:

- preparing students to be innovative leaders in a global society,
- helping people improve their lives through research-based education and leadership development focused on issues and needs, and
- providing new knowledge to support agriculture and enhance the understanding of natural and human resources.

Alignment with SBOE Goals & Objectives (listed below)	Agricultural Research & Extension System GOALS & OBJECTIVES	Anticipated Completion Date
	Goal 1: Teaching and Learning <i>Engage students in a transformational experience of discovery, understanding, and global citizenship.</i> Context: <i>Our graduates will live, work, compete, and prosper in a global and multicultural environment. Consequently, graduates must learn the substance of their studies and understand the values, perspectives, skills, and experiences that advance humankind.</i>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
I.1, I.4, I.7 III.4 II.3, II.6, IV.2 II.7, III.3 II.2, II.3, II.6, III.2, I.8	Objective A: Build and sustain competitive advantages through innovative curricula of distinction. Strategies: <ol style="list-style-type: none"> 1. Develop learning outcomes at program levels for graduate and undergraduates. 2. Use learning outcomes assessment pro-actively as a means to keep teaching and learning vital, contemporary, and grounded. 3. Expand partnerships with industry, government, schools, and foundations that emphasize active learning opportunities such as internships and practica. 4. Invest in field work and outreach as a means of contributing to learning and the land-grant responsibilities of the University. 5. Develop flexible course schedules and year-round programs to meet student needs throughout the University. 6. Establish curricular content that utilizes interdisciplinary student teams to solve complex learning tasks. 	

Alignment with SBOE Goals & Objectives (listed below)	Agricultural Research & Extension GOALS & OBJECTIVES	Anticipated Completion Date
	<p>Goal 1: Teaching and Learning (cont.)</p> <p><i>Engage students in a transformational experience of discovery, understanding, and global citizenship.</i></p> <p>Context: <i>Our graduates will live, work, compete, and prosper in a global and multicultural environment. Consequently, graduates must learn the substance of their studies and understand the values, perspectives, skills, and experiences that advance humankind.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
<p>I.9, I.7</p> <p>I.5, III.5, IV.10</p> <p>I.5, II.7</p> <p>III.4</p> <p>I.4, II.8</p> <p>I.8</p> <p>I.5, IV.3</p>	<p>Objective B: Develop effective integrative learning activities to engage and expand student minds.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Enhance innovation, development, and recognition of high quality teaching and student learning. 2. Expand opportunities for students to experience self discovery through hands-on activities such as graduate-level and undergraduate research, creative activity and service learning, national student exchanges, internships, education abroad, disciplinary competitions, and engagement in professional societies. 3. Provide graduate and professional students with integrated experiences in teaching, research, creative activity, and outreach. 4. Integrate educational experiences with the living and learning environments. 5. Engage alumni and stakeholders as partners in student recruitment, retention, mentoring, learning, and post-graduation transitions. 6. Engage students in personal mentoring and academic advising to facilitate their learning. 7. Engage students, staff, and faculty in curricular and co-curricular activities that enhance our understanding of our place in a diverse local and global community. 	

Alignment with SBOE Goals & Objectives (listed below)	Agricultural Research & Extension System GOALS & OBJECTIVES	Anticipated Completion Date
	<p>Goal 2: Scholarly and Creative Activity</p> <p><i>Achieve excellence in scholarship and creative activity through an institutional culture that values and promotes strong academic areas and interdisciplinary collaboration among them.</i></p> <p>Context: <i>Most scientific, social, economic, environmental, legal, and political problems are partly embedded in a complex system of interlinking causes and effects. The Agricultural Research and Extension System is strategically positioned to effectively address these complex societal issues through interdisciplinary collaboration.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
I.3, I.7 I.9, IV.10 I.3, IV.10 II.6 III.2 IV.11 III.1	<p>Objective A: Promote an environment that increases faculty engagement in interdisciplinary scholarship.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Establish administrative structures, policies, procedures, and incentives for faculty, departments, centers/institutes, and colleges to participate in interdisciplinary programs. 2. Ensure that individual levels of effort in interdisciplinary programs and grants are adequately recognized by their department and college. 3. Improve and strengthen faculty appointments, position descriptions, advancement, and recognitions to ensure interdisciplinary collaboration is attractive and effective. 4. Increase hiring to strengthen interdisciplinary scholarship that advances strategic themes and the land-grant mission. 5. Strengthen programs that encompass cultural, economic, legal, scientific, policy, environmental, and/or international dimensions. 6. Establish, renew, remodel, and reallocate facilities that encourage collaborative interdisciplinary inquiry and provide access to information resources and innovative technologies. 7. Increase grants that support interdisciplinary activities. 	

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	<p>Goal 2: Scholarly and Creative Activity (cont.)</p> <p><i>Achieve excellence in scholarship and creative activity through an institutional culture that values and promotes strong academic areas and interdisciplinary collaboration among them.</i></p> <p>Context: Most scientific, social, economic, environmental, legal, and political problems are partly embedded in a complex system of interlinking causes and effects. The Agricultural Research and Extension System is strategically positioned to effectively address these complex societal issues through interdisciplinary collaboration.</p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
I.8 I.7 IV.5 III.1, I.10 IV.1, IV.5 III.3, III.5 I.4, III.2, III.3	<p>Objective B: Emphasize scholarly and creative activities that support the Agricultural Research & Extension System strategic themes, the research-extensive and land-grant missions, and strategically important graduate and professional programs.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Increase the number of competitive graduate assistantships. 2. Improve and expand start-up packages and compensation that attract and retain a diverse, competitive faculty in the scholarly modes of discovery, application, and integration. 3. Increase the number of endowed faculty positions and fellowships. 4. Allocate physical and financial resources for operation, maintenance, safety, and security of technical infrastructure facilities. 5. Partner with faculty and staff from all disciplines and professions to provide grant processing management support, and proposal preparation assistance on proposals submitted to government agencies, private organizations and foundations, and industries. 6. Enhance scholarly modes of discovery, application and integration that address issues of importance to the citizens, government, economy, and environment in the state of Idaho. 7. Build strategic research, extension, and/or technological transfer activities regionally, nationally, and abroad. 	

Alignment with SBOE Goals & Objectives (listed below)	Agricultural Research & Extension System GOALS & OBJECTIVES	Anticipated Completion Date
	<p>Goal 3: Outreach and Engagement</p> <p><i>Engage with the public, private and non-profit sectors through mutually beneficial partnerships that enhance teaching, learning, discovery, and creativity.</i></p> <p>Context: <i>The Agricultural Research & Extension System has a long and strong history of extending agriculturally related teaching and research findings throughout the state. We seek to broaden outreach and engagement to better link all academic areas with the needs of constituents and stakeholders throughout Idaho.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
III.1, IV.1 I.3, I.9 III.6 III.2 III.2 III.3 IV.6 III.6	<p>Objective A: Build upon, strengthen, and connect the Agricultural Research & Extension System with other parts of the University to engage in mutually beneficial partnerships with stakeholders.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Develop a coordinated funding strategy for Agricultural Research & Extension System engagement that complements resources received from county, state, and federal sources. 2. Build an organizational system that empowers, encourages, and recognizes scholarly engagement relevant to the issues and needs of Idaho and our region. 3. Grow the capacity of the Agricultural Research & Extension System to engage with communities by involving all faculty who have programs relevant to local, regional, national and international issues. 4. Engage with communities and organizations through flexible partnerships that share resources and respond to needs and expectations. 5. Foster key industry/business relationships that benefit entrepreneurship and social and economic development through innovation and technology transfer. 6. Conduct periodic assessments of the needs of the state and work to address those needs. 7. Integrate sustainability into all facets of community engagement. 8. Broadly and intensively communicate the activity and impact of the Agricultural Research & Extension System engagement with society. 	

Alignment with SBOE Goals & Objectives (listed below)	Agricultural Research & Extension System GOALS & OBJECTIVES	Anticipated Completion Date
	<p>Goal 3: Outreach and Engagement (cont.)</p> <p><i>Engage with the public, private and non-profit sectors through mutually beneficial partnerships that enhance discovery and creativity.</i></p> <p>Context: <i>The Agricultural Research & Extension System has a long and strong history of extending agriculturally related teaching and research findings throughout the state. We seek to broaden outreach and engagement to better link all academic areas with the needs of constituents and stakeholders throughout Idaho.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
II.4, II.5 II.6, III.3 II.3, II.4 II.4, II.5 II.6, II.7	<p>Objective B: Deliver undergraduate, graduate, research and extension programs and opportunities for life long learning.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Design and implement a system that promotes access to program/course delivery statewide and facilitates faculty in course/program design and development. 2. Develop an array of programs based on community needs and Agricultural Research & Extension System expertise. 3. Determine effective program delivery modes as a function of site, available technology, partnerships, and learner characteristics. 4. Have programs and stakeholders reflect the faces and places of Idaho, including those who have been underserved or underrepresented. 5. Grow and support community internships and service learning activity as opportunities for students and communities to engage for mutual benefit. 	

Alignment with SBOE Goals & Objectives (listed below)	Agricultural Research & Extension System GOALS & OBJECTIVES	Anticipated Completion Date
	<p>Goal 4: Organization, Culture, and Climate</p> <p><i>Create and sustain an energized community that is adaptable, dynamic, and vital to enable the Agricultural Research & Extension System to advance strategically and function efficiently.</i></p> <p>Context: <i>To implement the first three goals of the strategic plan requires an organization adaptive to change and opportunity, and a community characterized by openness and trust. The Agricultural Research & Extension System needs to create formal and informal organizational structures, policies, and processes that enable us to be effective while also fostering a climate of participatory decision making and mutual respect. The success of the change processes will be enhanced if they are conducted in an open, welcoming climate that enhances our ability to work through difficult issues in a respectful manner.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
I.7, I.9 I.10 II.3, II.5 I.8, I.9 I.8, IV.9 I.8, IV.9 I.8, IV.9	<p>Objective A: Sustain and enhance a positive work climate in the Agricultural Research & Extension System to enhance the quality of life.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Develop a socially healthy and welcoming environment characterized by trust and respect that allows for open communications about difficult issues and differences. 2. Ensure that the Agricultural Research & Extension System program has a safe work and educational environment for its employees and students through proper training and monitoring. 3. Recruit and retain a diverse body of students, staff, and faculty to enrich the quality of the Agricultural Research & Extension System's activities. 4. Align employees' position descriptions and reward structures with institutional priorities. 5. Create formal and informal opportunities for students, staff, and faculty to learn from each other and build meaningful collaborations. 6. Provide all new students and employees the opportunity for diversity and cultural competence training as a component of their initial orientation and offer ongoing training for all students, staff, and faculty. 7. Provide ongoing opportunities for self discovery and personal and professional growth through cultural, social, recreational, diversity, wellness, and continuing professional development programming. 	

Alignment with SBOE Goals & Objectives (listed below)	Agricultural Research & Extension System GOALS & OBJECTIVES	Anticipated Completion Date
	<p>Goal 4: Organization, Culture, and Climate (cont.)</p> <p><i>Create and sustain an energized community that is adaptable, dynamic, and vital to enable the Agricultural Research & Extension System to advance strategically and function efficiently.</i></p> <p>Context: <i>To implement the first three goals of the strategic plan requires an organization adaptive to change and opportunity, and a community characterized by openness and trust. The Agricultural Research & Extension System needs to create formal and informal organizational structures, policies, and processes that enable us to be effective while also fostering a climate of participatory decision making and mutual respect. The success of the change processes will be enhanced if they are conducted in an open, welcoming climate that enhances our ability to work through difficult issues in a respectful manner.</i></p>	
<p>III.1</p> <p>I.7, I.8</p> <p>IV.1, IV.3</p> <p>I.4, IV.6</p> <p>IV.5</p>	<p>Objective B: Sustain and enhance an organizational structure, policies, and procedures that enable the Agricultural Research & Extension System to attain its other goals.</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Advance an attitude of making choices, taking actions, and developing mechanisms for making investments in people, programs, places, and processes. 2. Reduce barriers and enhance rewards for collaboration across the Agricultural Research & Extension System in all of its locations. 3. Employ best practices and distribute authority-responsibility-accountability to efficiently and effectively manage the people, programs, and places of the Agricultural Research & Extension System. 4. Enhance accountability measures and employ them to assess our progress on strategic issues. 5. Build strong support from the public sector and private donors to accelerate the attainment of our Agricultural Research & Extension System goals. 	

Alignment with SBOE Goals & Objectives (listed below)	Agricultural Research & Extension System GOALS & OBJECTIVES	Anticipated Completion Date
	<p>Goal 4: Organization, Culture, and Climate (cont.)</p> <p><i>Create and sustain an energized community that is adaptable, dynamic, and vital to enable the Agricultural Research & Extension System to advance strategically and function efficiently.</i></p> <p>Context: <i>To implement the first three goals of the strategic plan requires an organization adaptive to change and opportunity, and a community characterized by openness and trust. The Agricultural Research & Extension System needs to create formal and informal organizational structures, policies, and processes that enable us to be effective while also fostering a climate of participatory decision making and mutual respect. The success of the change processes will be enhanced if they are conducted in an open, welcoming climate that enhances our ability to work through difficult issues in a respectful manner.</i></p>	Annual reports will be generated for each of these objectives, tracking multiple key performance indicators.
IV.1, IV.5 II.7, I.8 IV.1 IV.8 IV.5, IV.6	<p>Objective B: Sustain and enhance an organizational structure, policies, and procedures that enable the Agricultural Research & Extension System to attain its other goals.</p> <p>Strategies: (cont.)</p> <ol style="list-style-type: none"> 6. Develop a fund raising effort across the Agricultural Research & Extension System and its constituents to generate and sustain the resources necessary to implement the strategic plan. 7. Enhance the efforts of our valued alumni, friends, advisory board members, and volunteer organizations in attracting and retaining students and generating gifts to support the advancement of the Agricultural Research & Extension System goals. 8. Strengthen financial and administrative operations so that they meet the needs of faculty, staff, and students, and those of our constituents and stakeholders. 9. Establish facilities that encourage collaborative interdisciplinary inquiry using informational resources and innovative technologies. 10. Foster an Agricultural Research & Extension System that is academically, culturally, fiscally, and environmentally sustainable. 	